ESSA Conference: November 2018

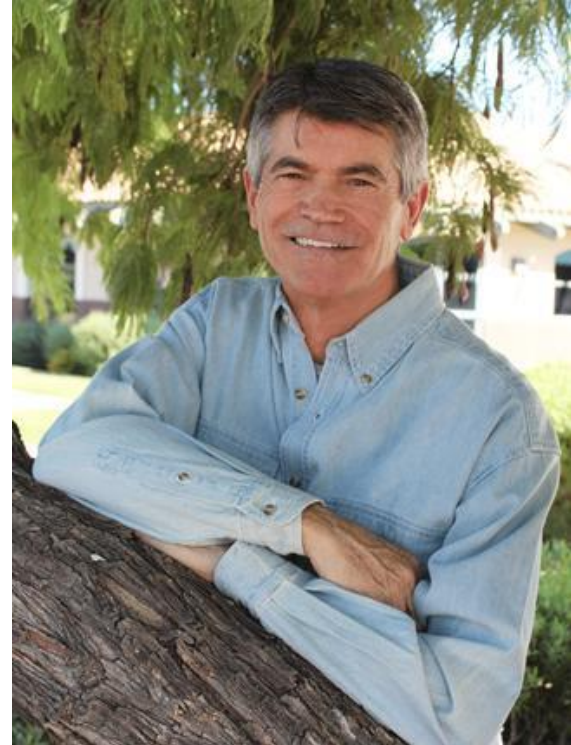## Leadership vs. Management and the art of "Time Management"

Who is your facilitator?

Sid Bailey

- Director of Leadership Development
- 34 years in education
- 26 years in high school administration
- 14 years as high school principal
- 6 years in district office

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In any administrative role….

You will constantly need to balance People and Tasks.

Both will compete for your time.

Today's Work:

Part 1: *What's the difference between Leadership and Management conceptually?*

**Part 2**: *How to effectively manage time in such a way as to activate and balance both skill sets.*

Part 3: *Time management tool box*

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Learning Outcomes:

- ✓ Participants will be able to define and describe leadership and/or management skills both conceptually and in concrete practice.

- ✓ Participants will demonstrate understanding of the synergistic relationship of the two by being able to identify and combine leadership and management skill sets as applied to a "real life" school situation.

- ✓ Participants will leave with at least one tool which can assist them in managing time more effectively.
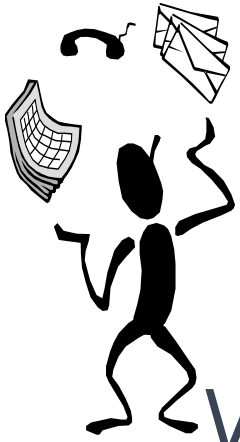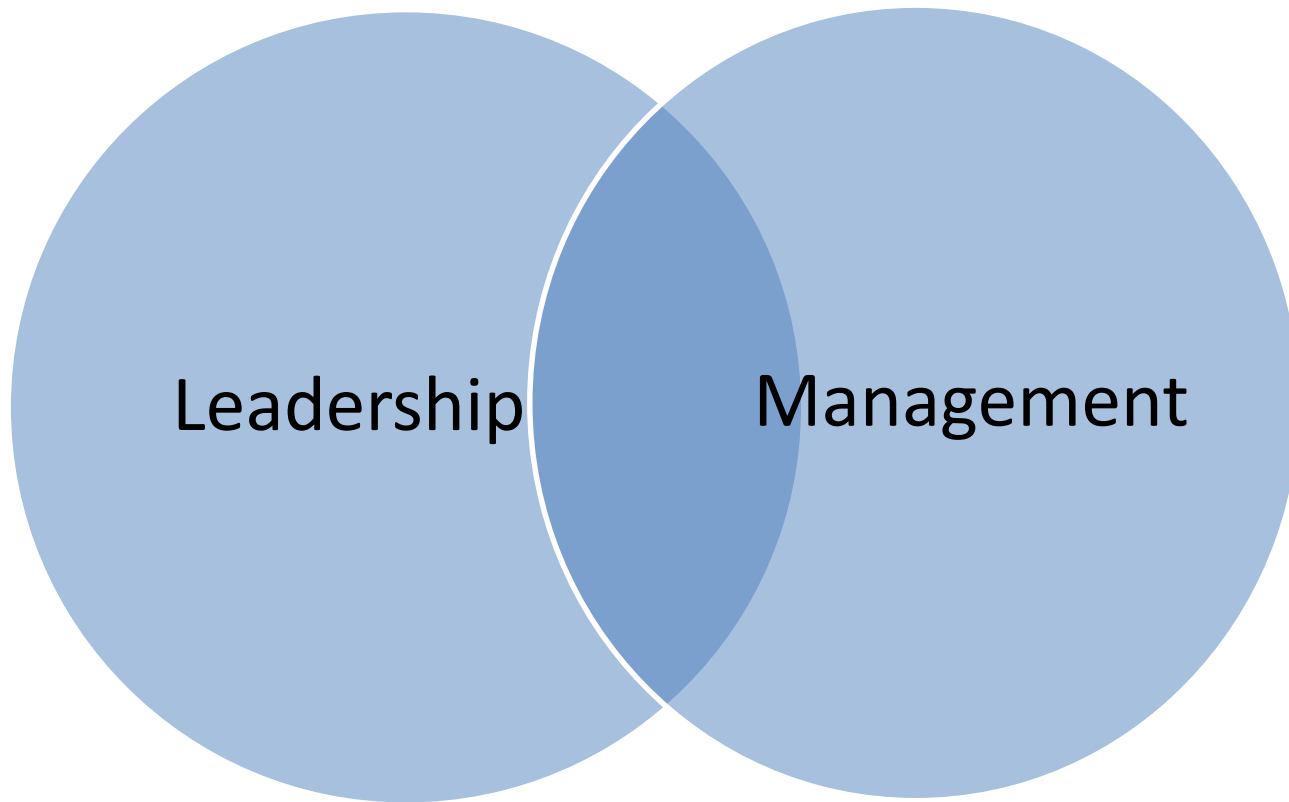
The PROBLEM:
While we desire "leaders" in most school systems today, the first priority is hiring someone who demonstrates the ability to "manage" effectively…
and hope they can find time to also "lead"

What is the difference between Leadership and Management?

Leadership

Management

Leadership and Management: side by side

LEADERSHIP

- _____

(works through motivating and inspiring people to follow a shared vision, sets direction)

- Builds _____ (selling)
- _____-focused
- Willing to take risks to innovate and _____
- Shapes the _____
- Emphasis on _____

MANAGEMENT

- _____

(works with task, organizing others, plans details, meets objectives)

- Builds _____ (telling)
- _____ focused
- Seeks _____ and implementation of the same
- _____ the culture
- Emphasis on _____

Look at the Verbs

Leadership focuses on people and how they can be _____

- Operationalizing a vision
- Inspiring to action
- Persuading in a purpose
- Motivating towards a goal
- Working through relationships and team development
- Listening and connecting to others

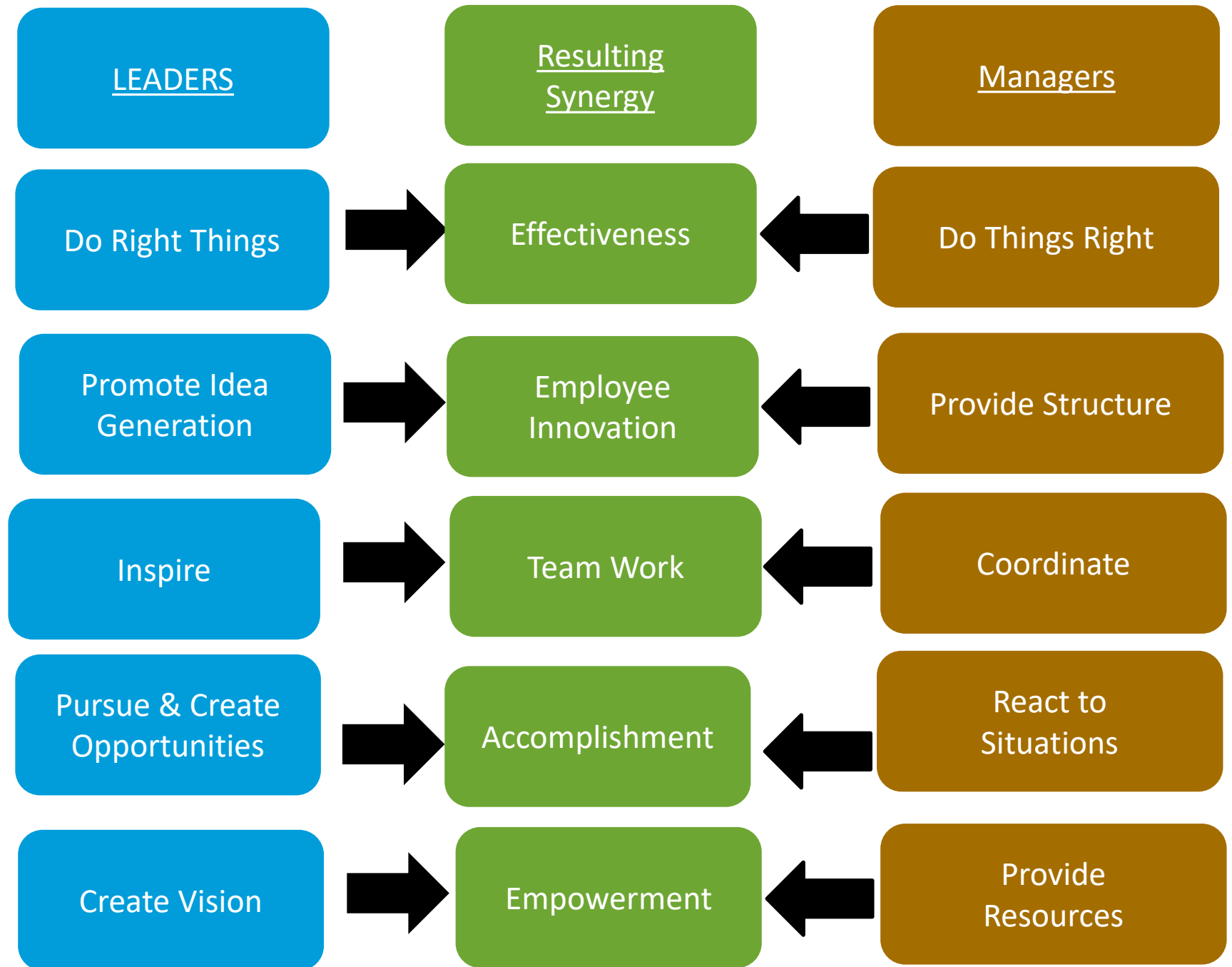**Management focuses on tasks and how work can be** _____

- Planning and organizing the work , logistics, strategy
- Coordinating and directing others, supervising
- Allocating resources: time, budget, talent
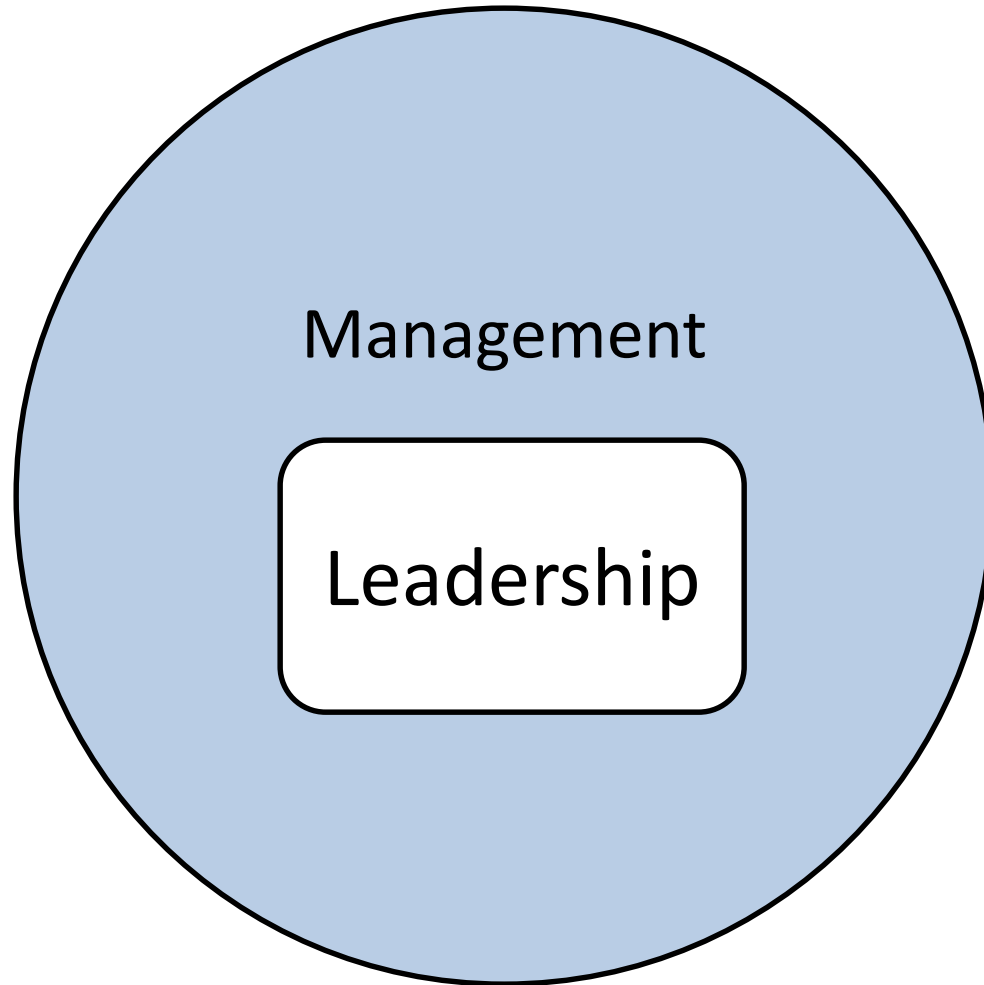- Decision-making
- Problem-solving

Why we need LEADERSHIP!

LEADERS	Resulting Synergy	Managers
Do Right Things	Effectiveness	Do Things Right
Promote Idea Generation	Employee Innovation	Provide Structure
Inspire	Team Work	Coordinate
Pursue & Create Opportunities	Accomplishment	React to Situations
Create Vision	Empowerment	Provide Resources

Effective Leaders do both— all the time.
Lead People and Manage Processes & Tasks
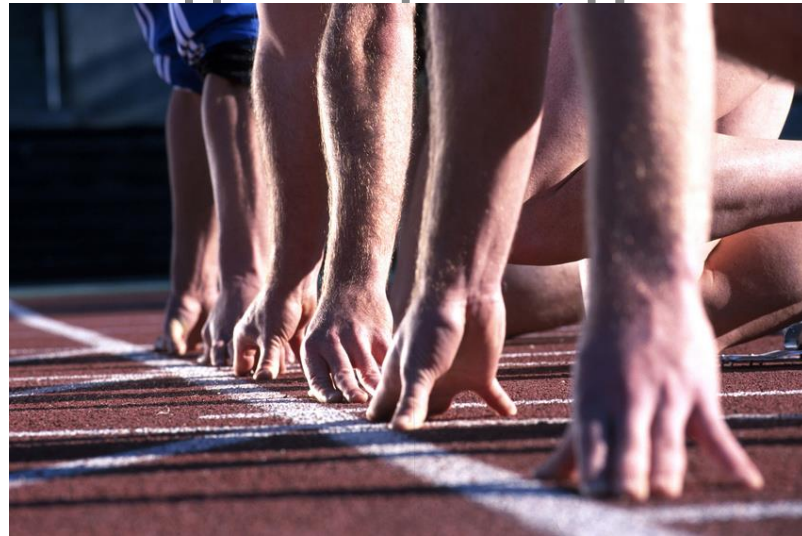
Management

Leadership

Nothing Diminishes Anxiety Faster Than Action

"Well Done is better than Well Said"-Benjamin Franklin

A key to long-term managerial and leadership success is moving

Let's first look at a task through the lens of both leadership and managerial dimensions.

Table Group Practice: Deciding to adopt a new School Wide Reading Program

Leadership Dimension: People

(Even # Tables)

Think about influencing people's behaviors:

Inspire, motivate, persuade

"getting people behind" an idea or vision (conceptual)

- Why
- What
- Who

Management: Processes & Tasks

(Odd # Tables)

Think about structuring a process to implement the tasks involved in "operationalizing" the vision. Planning, problem-solving, allocating resources, supervising. (concrete steps)

- How to
- When, Where
- With What resources

Deciding to adopt a school wide reading program at your school

Leadership Dimensions:
Influencing/Working with People

Management Dimensions:
Setting up Processes and Tasks

Apply both of these realms to a "live fire" scenario

Leadership focuses on people and how they can be influenced

- Operationalizing a vision
- Inspiring to action
- Persuading in a purpose
- Motivating towards a goal
- Working through relationships and team development
- Listening and connecting to others

Management focuses on tasks and how work can be accomplished

- Planning and organizing the work , logistics, strategy
- Coordinating and directing others, supervising
- Allocating resources: time, budget, talent
- Decision-making
- Problem-solving

"Live Fire" School Change Scenario
(Team Level Practice with *Both* Dimensions)

Leadership Dimensions:

Influencing/Working with People

Management Dimensions:

Setting up Processes and Tasks

In conclusion, Leadership and Management Skills are distinct from each other, yet both are essential for an organization not only "to operate" but to thrive and adapt to changing challenges and forces.

"Anyone can steer the ship, But a leader sets the course."
(John Maxwell)…
so when possible, let someone else steer the ship.

Let's be clear…..
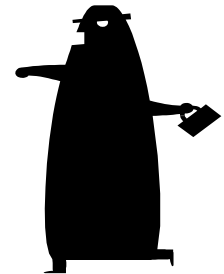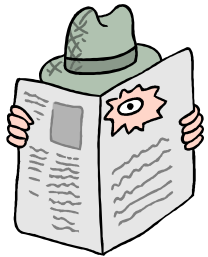## In order to effectively manage your time as a school leader you must learn to

"   "

_____

"Instructional Leadership" requires…
Time spent on…
"C. I. A."
(curriculum; instruction; assessment)

The Tool Box...
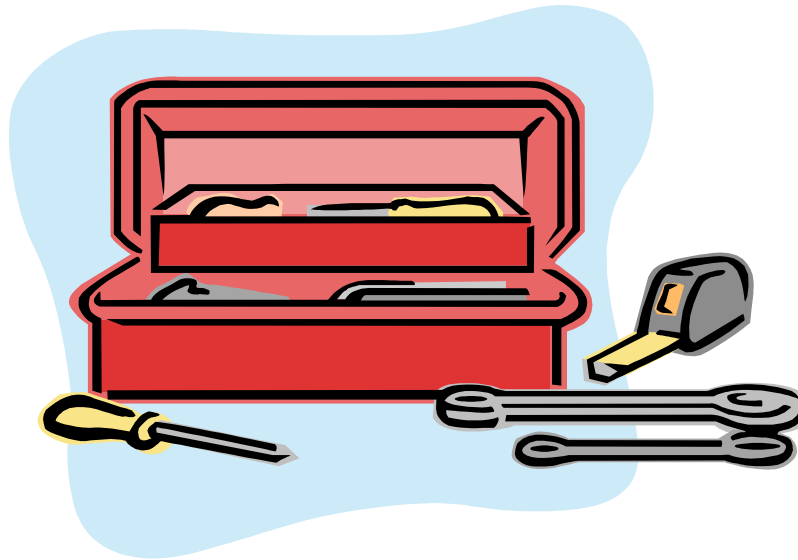
"The more successful an individual is, the less you can tell them what to do, and the more you can only help them think better for themselves."

David Rock

Director of NeuroLeadership Institute

Sharon Engel, Principal
Brenda Jordan, SAM

| Ramsey Responders			
Area	1st Responder	2nd Responder	3rd Responder
Supplies	Cheryl	Kris	Brenda
Time Reporting	Cheryl	Brenda	Vicki
Facilities	Brenda	Bob	Cheryl
Budget/Finance	Cheryl	Brenda	Sharon
Student Activity Fund	Brenda	Cheryl	Sharon
Health Office	Julia	Karen	Kris
Transportion	Linda	Brenda	Ineta
Reserves	Cheryl	Kris	Brenda
Special Office Requests	Brenda	Cheryl	Kris
Building Technology	Pone	Leigh	Charles
After-School Program	Deb	Diane	Brenda
Fine Arts Program	Walter	Brenda	Sharon
Behavior	Stacey	Ryan/Vicki	Brenda
Bus Behavior	Ineta	Ryan/Vicki	Brenda
Duty Assignments	Vicki	Ryan	Diane
Classified Staff	Brenda	Sharon	Vicki
Certified Staff	Sharon	Ryan/Vicki	Brenda

Tool number 3…

Training the staff that assists leaders or answers the phone…

THE BIG ROCKS
Priority Management for Principals
By Kim Marshall
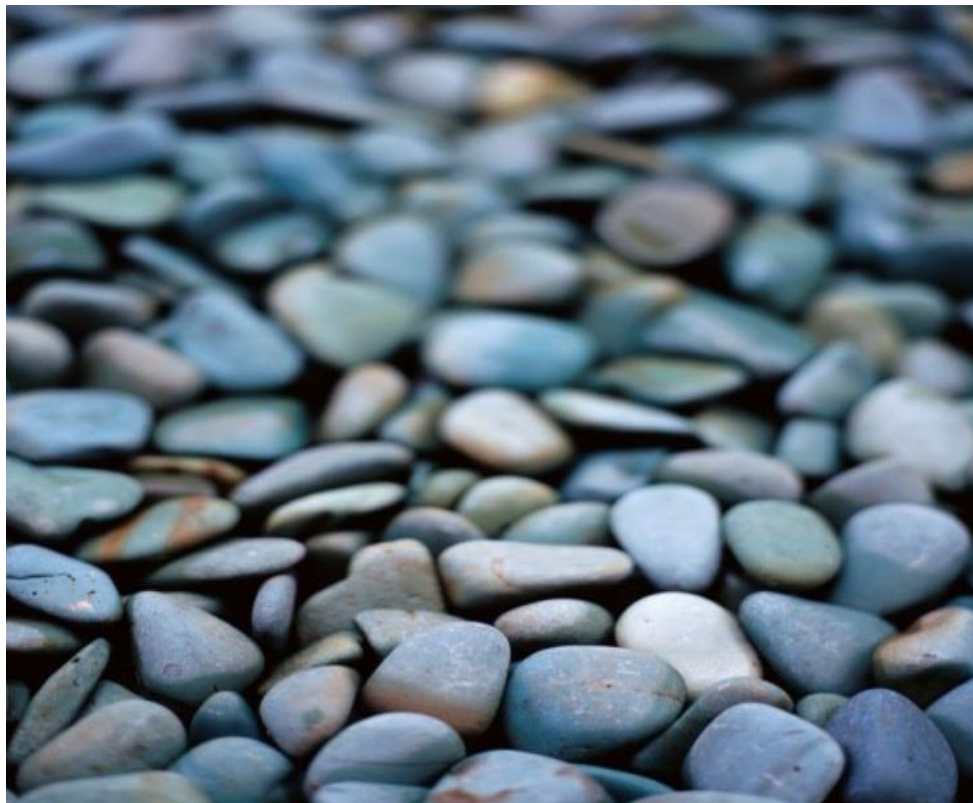
Spend your time on "S. P. A. R." or spend your time in areas that have little impact on "school effectiveness"

S: safe and orderly campus

P: philosophy of the leader

A: academics, alignment in staff development &collaboration, common assessments & instruction, accountability for all

R: *results*

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Word of the Day: "DESELECT"